

**A VOLUNTEER FIRE DEPARTMENT IN  
URBAN LOS ANGELES COUNTY – THROUGH  
“MANAGED CHANGE” IS A PROGRAM THAT WORKS!**

**STRATEGIC MANAGEMENT OF CHANGE**

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An applied research project submitted to the National Fire Academy  
as part of the Executive Fire Officer Program

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## **ABSTRACT**

This research project analyzed the change factors involved with the organizational restructuring of the La Habra Heights Fire Department.

The problem is the new Fire Chief of the La Habra Heights Fire Department was directed by both the City Manager and the City Council to reorganize the fire department, with an emphasis on the local volunteer firefighter program, yet at the same time, maintain 24 hour a day staffing.

The purpose of this applied research project was to evaluate the changes made by the new Fire Chief, and to determine if they were meeting the goals and objectives set by the City Manager and Council. The project utilized a combination of evaluative, action and descriptive research methodology.

For an informed decision to be made, the following research questions were developed to facilitate this process:

1. Are the changes being made producing positive or negative outcomes?
2. What effects have the organizational changes had within the La Habra Heights Fire Department?
3. Are there alternatives to any of the changes being made?

A survey was developed and administered to the La Habra Heights Fire Department Chief Officers, Captains and Lieutenants, some of which have even attended classes at the National Fire Academy. This survey attempted to collect data on this sampling of local fire officers. A total of 37 surveys were distributed, and 35 returned, indicating a 94.59 percent return rate. The EFOP Research Guideline Table indicated a 35 out of 37 sample count was required in order to assure a 95% confidence level.

A literature review was undertaken to determine other programs used to implement similar changes required for the La Habra Heights Fire Department and the organizational benefits of said programs utilized by other fire, emergency, governmental service agencies throughout the nation. This review indicated that there are a significant number of programs that departments and other agencies around the country have been taking advantage of in their efforts to implement similar changes.

Research results showed there were significantly a greater number of advantages than disadvantages to the use of some of these change programs for the reorganization of the La Habra Heights Fire Department, with an increased number of program benefits to the firefighters.

The recommendation of this research project included (a) continued use of the Change Management Model, (b) implementation of the Force Field Analysis, (c) the provision of training programs, (d) customer service to the community, and (e) the investigation of alternatives to the changes being made.

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## INTRODUCTION

For three years, the La Habra Heights Fire Department operated under the direction of an interim Fire Chief, while the City Council studied seven different options; contract to the Los Angeles County Fire Department, contract to the City of Brea, a Rural Metro type private contract, return to an all volunteer department, contract to the City of La Habra, status quo, or hire a full time Fire Chief. In July of 1997, the La Habra Heights City Council selected the option to hire a full time Fire Chief who could lead the Department into the 21 Century.

Hiring a full time Fire Chief would be part of a normal chain of events, leading to an all career agency. In this case, the new Fire Chief was brought in as a change agent to re-organize the “volunteer firefighters” as the leading power base group of the fire department.

The prior interim Fire Chief was a retired chief officer of a larger all paid city fire department, who lacked the experience of working with volunteer firefighters, failed to recognize their importance to the organization, closed their fire stations, and even traded off some of their apparatus to other agencies. What this interim chief didn't realize, was that these resident volunteer firefighters still had the backing of the community, and the power to change things through the ballot box. At the April 1997 election, three Council members who supported the volunteers were elected to office, and all of the interim Fire Chief's key supporters were out.

The purpose of this applied research project was to evaluate the changes made by the new Fire Chief, and to determine if they were meeting the goals and objectives set by the City Manager and Council.

This research project utilized an evaluative, action and descriptive methodology to investigate the increased demands of the City of La Habra Heights. For an informed decision to be made, the following research questions needed to be answered:

1. Are the changes being made producing positive or negative outcomes?
2. What effects have the organizational changes had within the La Habra Heights Fire Department?

3. Are there alternatives to any of the changes being made?

### **BACKGROUND AND SIGNIFICANCE**

For the purpose of this research project, the City of La Habra Heights, California is a “bedroom” community, about seven square miles in size, serving a population of approximately 7,000 people, in the southeast portion of Los Angeles County, just east of the City of Whittier, (Figure 1). Phase 3, (“Evaluation”), of the Change Management Model, was a major focus of the Strategic Management of Change course at the National Fire Academy, in August of 1998.

The La Habra Heights Fire Department currently consists of 6 stations (Figure 2); staffed by 35 paid (both full & part time), 100 Constant Manning Program (CMP) firefighters, 15 dispatchers, and approximately 75 resident volunteer fire personnel (List 1), responding to over 500 emergency incidents a year. This organization operates 15 pieces of fire apparatus. The La Habra Heights Fire Department also serves as a regional fire training academy for area volunteer firefighters.

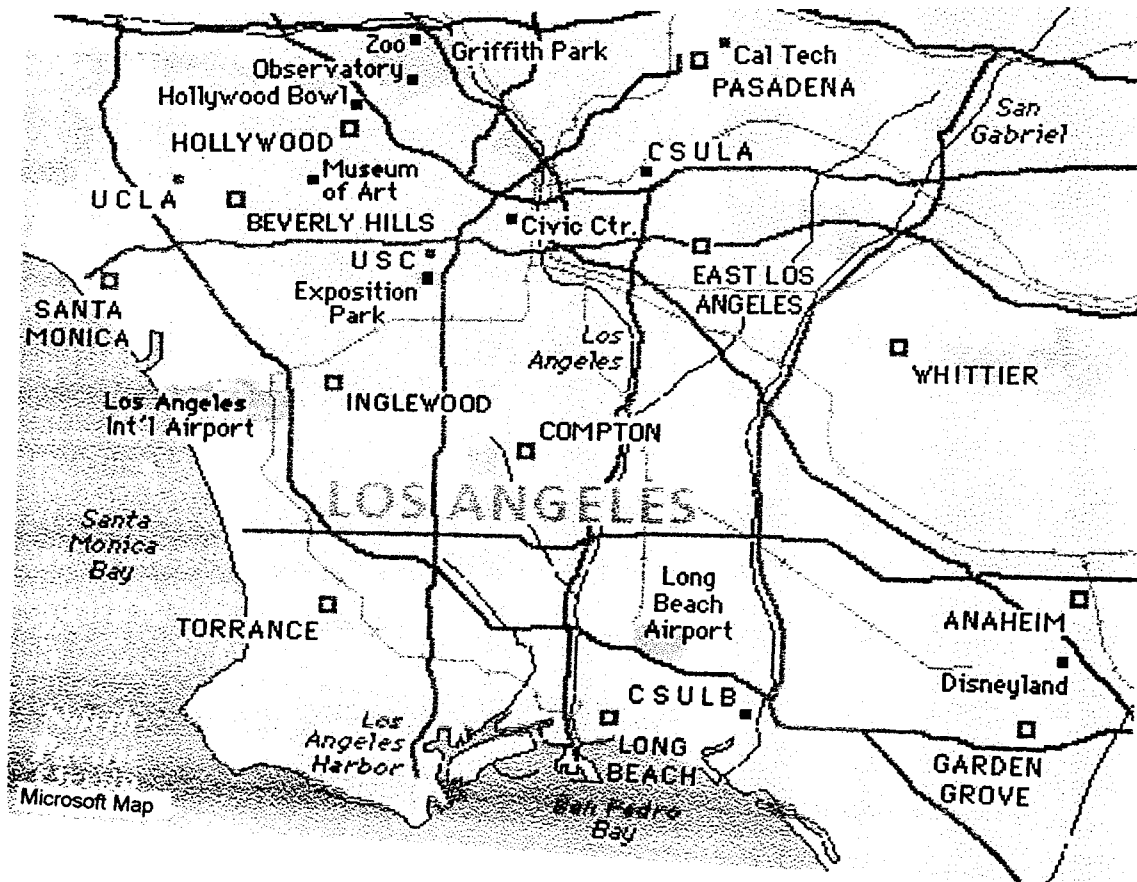
The Los Angeles County Sheriff’s Office provides police services and 9-1-1 PSAP services for the City. There are four dispatch centers located in volunteer homes, with a central dispatch center and at Fire Station #1. By December 7, 1998, a new central dispatch center will be completed, including an enhanced 9-1-1 system, modern radio equipment, and a computerized dispatch run card system.

Paramedic and emergency ambulance services are provided by the City of La Habra, out of Orange County, with backup medics provided by the Los Angeles County Fire Department. Many of our volunteer firefighters are either EMT’s or paramedics.

Before the end of the year (1998), the La Habra Heights Fire Department will be taking delivery of a State owned “type 2 fire engine”, (OES), as part of the State’s Fire Mutual Aid program. Plans are in the works for a joint agency fire station (#7) with the Los Angeles County Fire Department.

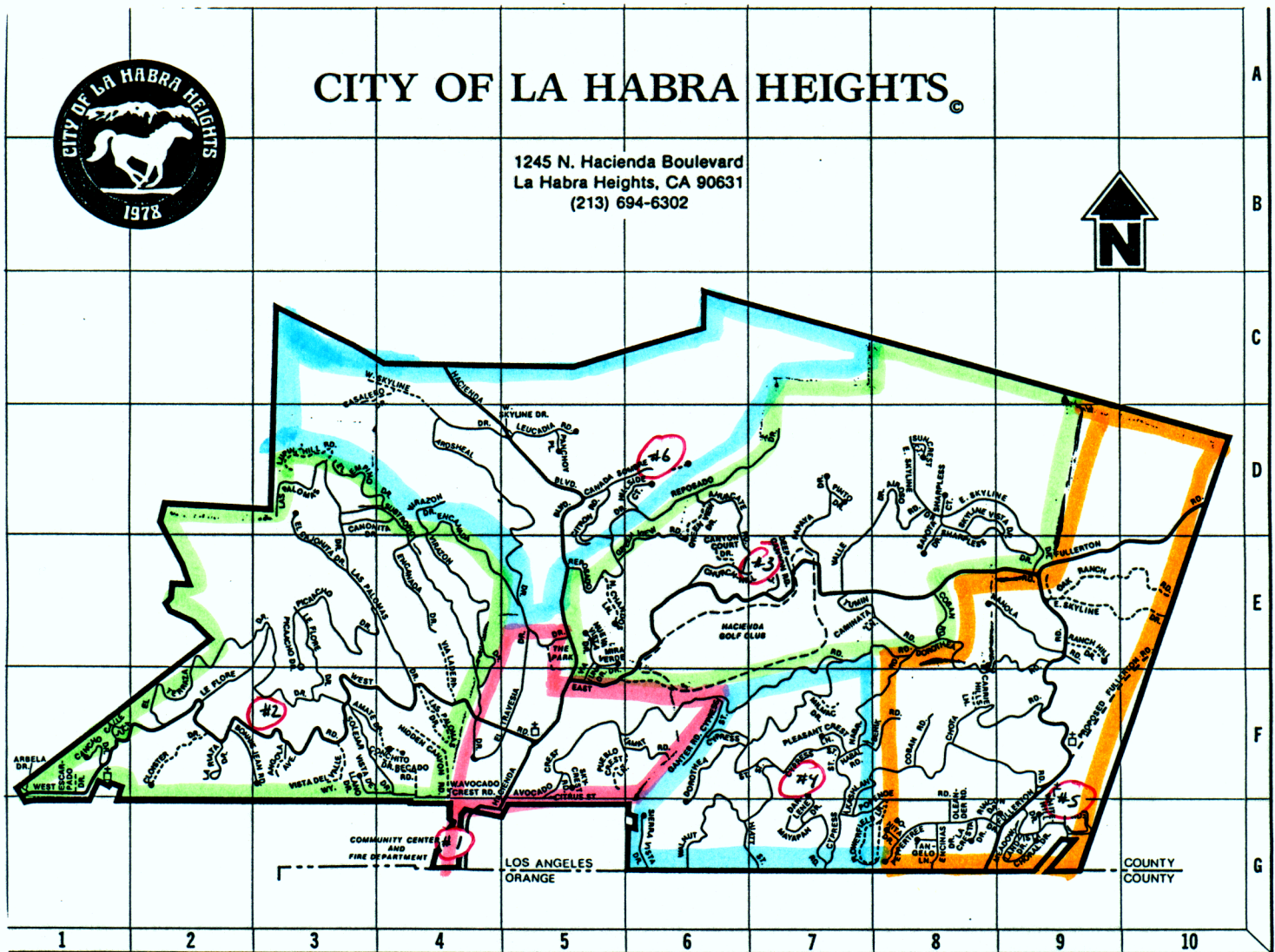
# CALIFORNIA REGIONAL AREA MAP

FIGURE 1



## LAHABRA HEIGHTS FIRE STATION LOCATIONS

FIGURE 2





# LIST 1

## LA HABRA HEIGHTS FIRE DEPT.

### STATION LOCATIONS

STATION NUMBER	STATION LOCATION AND ASSIGNMENTS
1	Headquarters – 1245 N. Hacienda Blvd.  Engine #1, Engine #11, Squad #1, Brush #11, & Attack #8  (Engine # 10 & Patrol #10 – Parade use Only)
2	1700 Blk of La Flore Drive (1287 West Road)  Brush #2
3	2025 Deep Canyon Road  Engine #3, and Water Tender #3
4	1625 Cypress  Light & Air #4
5	1400 Bella Vista  Engine #5
6	200 Blk of Canada Sombre (Oil Well Site #3)  Attack #6
STAFF	1 – Fire Chief    1- Assistant Chief    6 – Division Chiefs  26 – Captains    22- Lieutenants    10 – Engineers  13- Dispatchers    50- Volunteer F/F    150- CMP Firefighters

## LITERATURE REVIEW

### CHANGES WITHIN A COMBINATION FIRE DEPARTMENT

Of all the services that managers of small and medium-size communities oversee, few are as challenging as the ones that use volunteer fire and emergency service personnel (Clay, 1998, p. 16).

One of the obstacles we need to overcome from an organizational standpoint is getting our personnel to look past the four walls of the fire station (Bruegman, 1997, p. 86).

Bower (1998) likened firefighters to having some special type of intuition or decision making expertise based more on experience, than education. Having seen this type of perception first hand, firefighters can make for a tough group to change.

In most cases, a city manager chooses a chief who has the right tools to implement those changes needed to bring the fire department into line with the other city services (Rielage, 1998, p. 94).

I found that as Chief, you get better “buy off” on projects, if you sit everyone down, talk and walk them through the plan, regarding all the changes that are going to be implemented. However, as Maxfield (1985) pointed out, no matter what actions a fire chief takes, they can’t please everyone.

Can your department provide adequate fire suppression services on an around-the-clock basis? We have seen all types and manner of response patterns. The response levels have ranged from minimal to what might be generously called overkill (Carter, 1993, p. 76).

At one time, the La Habra Heights Fire Department, had nine fire stations. As part of our former chief’s downsizing efforts, that number was reduced to one. Upon taking office in January of 1998, I looked at three factors to determine placement of additional fire stations; first, every home in the city needed to be within four minutes

response time of a station, second, how many firefighters (volunteer) could work out of that location, and third, what were the apparatus needs of the station. Based on these requirements, I identified seven fire station locations, of which six have been filled.

Paulsgrove (1996) pointed out that community fire stations take on an ownership of their own, and that idea holds true in our city. Our City Council has received many letters of support for fire stations within a persons neighborhood.

As a fire chief, we must know our department and the politics of the city both inside and out if we are ever going to effect a positive change. This includes response levels, station locations, equipment, social beliefs and even promotions of officers. In a combination fire department, one can get their hands burned by implementing the wrong policy or program.

The lesson here is not who won or lost the war. The lesson is that all organizations can aspire and achieve, but unless the can sustain their efforts, they won't survive (Coleman, 1997, p. 30). A department must be able to change with the times, if they are to progress.

The old adage that the fire service is "200 years of tradition, unhampered by change" reflects attitudes we deal with every day (Bruegman, 1997, p. 86). Based on an idea by Rule (1989), I set some personal goals of my own to achieve the changes I desired to improve the Department.

Sometimes, we can be intimidated by our lack of knowledge in areas that have, somehow, grown up around us and about which we are expected to know more and more (Caulfield, 1986, p. 40).

As Fire Chief, we are the change agents of the future. I have seen many things change since I first entered the fire service over 26 years ago. Now days it seems like things change daily, yet your expected to stay on top of everything.

“The volunteer fire officer of the 21st century must acquire the knowledge and develop the proper attitude to effectively meet the challenges of managing personnel” (Burch, 1995, p. 7). We are entering an age, where only ten years ago, computers were just starting to come into the stations. Today, even the smallest volunteer fire agency has advanced computer systems, Internet addresses, and Web pages.

“But the cities which are coping the best are those which are able to find new solutions to the problems confronting them” (Mars, 1985, p. 14). The third week on the job, I developed an “Idea Committee” to address problems at hand. Utilizing the change management model as a tool, this committee will make all kinds of dreams come true.

Some of the recent problems I have experienced since becoming Fire Chief for the City of La Habra Heights, include; establishing five new fire stations, the testing and selection of six Division Chiefs, hiring six more Captains, the OSHA “two in – two out” ruling, and training over 60 new firefighters. To meet these challenges, one must become very creative and develop new ideas, like volunteer firefighters.

Taylor (1998) mentioned that even in a very metropolitan area like Los Angeles County, it was recently recommended by the Los Angeles Area Fire Chiefs Association, that the use of auxiliary/reserve firefighters was one major way to reduce the rising cost of fire protection, plus increase services provided.

Bruno (1997) summed up change between career and volunteer firefighters the best when he said; that tension can be eased if people are willing to talk to each other, but at the same time reasonable compromises need to be made to resolve any conflicts.

#### NEW PROGRAMS & ORGANIZATIONAL CHANGES

Government organizations are neither immortal nor unshrinkable. Like

growth, organizational decline and death, by erosion or plan, is a form of organizational change (Levine, 1978, p. 316).

The prior LHHFD Fire Chief was apparently trying to change the department by downsizing in every way he could, for no logical reason. Some of these changes had to be addressed during the first few months of my new administration.

Enthusiasm and equipment alone do not make a fire department. Training is a must (Hansen, 1972, p. 47). Our fire department has apparatus flowing out of its ears, and the enthusiasm just glows from every firefighters face, but we still train. Our department not only trains daily on each of the seven CMP shifts, but also conducts four Department Drills a month with the Resident firefighters, and from time to time holds special classes such as water rescue.

Jerome (1976), a LHHFD Fire Chief during the early 1970's pointed out that in order for our department to meet the needs of the community, we must provide our firefighters both tough and effective training classes.

Both the Hansen and Jerome articles were very dated. I felt they were relevant to be used here however, because; the Hansen item addressed a fire department similar to our own, and the Jerome piece profiled a LHHFD Fire Chief's efforts 20 years ago to change programs within our very own department. Many of the new programs implemented or changes made, were related to training. By the end of the third month in office, I was even able to get two of our officers, into VIP classes at the National Fire Academy.

Related to management training, Hanley (1989) discussed how the City of San Diego addressed the shortfall of having qualified mid level managers who could assume the role of department heads by developing a "Management Academy", and identifying competencies required of these trainees. I feel it is important as Fire Chief

to be grooming up in coming mid level managers to become chiefs themselves one day. I try to make as many opportunities available as I can to all of our officers.

Another problem realized was that the department's OSHA Infection Control Plan had not been revised for more than three years, and needed to be brought up to current required standards.

It is well recognized that managing major organizational transitions generally require revisions to extant organizational structures, systems, and processes (Valdiserri, 1996, p. 548).

Over the last few years, the latest buzz words are "Customer Service". A fire department must treat every citizen as a customer, because that is what they are.

In effect, you are running a business; its "product" is fire protection (Bruen, 1988, p. 20).

Moler (1998) concluded that if you treat the public in a prompt and courteous fashion, there will be a positive perception. An unpleasant experience however, will carry on with years of hate towards the public agency involved.

The only part of the system the customer will focus on, really cares about or remember very long is the human part of the system who directly delivers service and who touches them in a human and caring way (Brunacini, 1996, p. 86).

#### ALTERNATIVES TO CHANGES MADE

Traditionally, fire departments would build stations, often within sight of a neighboring community's facility. Even with automatic aid, many cities still have stations just blocks away from one another. One of the changes the LHHFD is making, is the building of a new station in the far northeast section of the city. The area across the street from this location is in Los Angeles County.

Barden (1998) showed that three fire agencies in California worked together in building a single shared station in the Riverside County area. Expanding on that same idea, I'm developing plans with the Los Angeles County Fire Department, and the Whittier State Park Rangers to build a triple agency fire station in La Habra Heights. This change would be a first for LA County Fire.

But if the program is needed, has recognized value and statistical and/or organizational justification, most "regulars" will accept and support it (Lamm, 1996, p. 28).

Another problem currently faced by all fire departments across this nation is the new OSHA "two-in/two-out standard. This standard also require accountability of all on scene firefighters, and to provide for rapid intervention crews (RIC).

Varone (1997) reminded us that many fire departments are utilizing aides to assist in accountability and firefighter safety.

## **PROCEDURES**

### Definition of Terms

VIP. Volunteer Incentive Program at the National Fire Academy, offering courses in; Fire Command Operations, Planning, Investigation, Leadership and Administration, Community Education, Training and Hazardous Materials Incident Management.

NFA. National Fire Academy, established in 1979, in Emmitsburg, Maryland, is the site of the former St. Joseph College. The NFA is part of the National Emergency Training Center (NETC), which is shared with the Emergency Management Institute (EMI). The Federal Emergency Management Agency, (FEMA), is the parent agency to the NFA and EMI, as well as the United States Fire Administration.

EFOP. Executive Fire Officer Program at the NFA.

LHHFD. La Habra Heights Fire Department

ISO. Insurance Services Office (National Underwriters).

CMP. Constant Manning Program. Provides the City of La Habra Heights with 24 hour a day staffing of LHHFD Fire Station #1 with a combination of 10 paid and volunteer firefighters.

#### .Determination of Feasibility

To determine if the changes to be made were a viable alternative to the present status quo, the LHHFD Fire Chief: first, estimated cost that each change would have on the department money wise, plus the organizational effect on both the paid and volunteer firefighters; second, the time involved for each change to be made; third, was the change being made, in alignment with the City Council and City Managers' direction; and lastly, identifying the proper people within the organization to address some of the changes at hand.

An example of our local talent includes the Assistant Chief, who is also; a lawyer, a university college professor/department head, holds three PhD's, and once practiced before the U.S. Supreme Court.

#### Research Population

The intent of this research was to analyze and evaluate the various program and/or organizational changes made to the La Habra Heights Fire Department (LHHFD) over the last year (1998). A survey was created in order to analyze data from all LHHFD fire officers which included; the Assistant Chief, Division Chiefs, Captains and Lieutenants, and appears as Appendix B. A total of 37 surveys were distributed with a total of 35 being returned by these officers.



### Research Instrument

The research was evaluative research, with descriptive research applied as a tool to gather data on the various questions regarding issues experienced when changes were implemented by the LHHFD Fire Chief. In addition, this data was compiled in order to evaluate the advantages and disadvantages of these changes. The evaluation culminated with an analysis to determine the benefits of changes to our fire department. This research instrument asked a total of six (6) questions, with questions asked to elicit specific responses to determine if the changes being made were addressing the direction of the City Council.

### Data Tabulation

Raw data was collected after receipt of completed questionnaires and compiled into the categories correlated by each question number. A compilation of data was then completed categorizing like data sets, with the end results displayed in Appendix C.

### Limitations of Data

In performing an analysis of the questionnaires, it was observed that not all questions were completed. This led to some incomplete surveys being tabulated.

The survey distributed was not a random sample nor was it representative of any department nationally or of similar demographics. Additionally, some survey questions were open ended and allowed for multitude of respondent answers, specifically the listing of advantages and/or disadvantage.

It can be concluded, that most of the responses given, listing the advantages and/or disadvantages of changes made to the LHHFD, were the opinions of the persons completing the surveys.

## RESULTS

The literature review found many examples of fire department or local government organizational changes which could be both related to each specific research problem, and to the Change Management Model from the NFA Strategic Management of Change class.

Three (3) specific research problems questions were identified. It is important to note, that these ARP questions are the glue/thread that holds this entire report together. The results of each question are presented here:

Research Question #1. Are the changes being made producing positive or negative outcomes? Surveys returned indicated for the most part, that the officers feel that nearly all of the changes being made are producing very positive changes for our department. A few of the paid Captains felt belittled, having to answer to the new volunteer Division Chiefs. Some of the people suggested that the changes were being made to quickly.

Research Question #2. What effects have the organizational changes had within the La Habra Heights Fire Department? Most of the changes made have produced some very specific effects on the organization of the La Habra Heights Fire Department;

1. Better Communications.
2. Good Team Building & Group Involvement.
3. A Positive Direction.
4. Accountability By All Members.
5. New Equipment & More Services.
6. Increased Level of Morale & Motivation.
7. More Participation & Delegation of Volunteers.

Research Question #3. Are there alternatives to any of the changes being made? Most of the survey questionnaires returned indicated there were alternatives to just about every change that was made.

There is an old saying; “That if you ask two people the same question, you will get two different answers”. I have concluded that saying applies to firefighters too.

On the survey questionnaires, nine people said there were no alternatives to any of the changes being made, and two people didn’t even answer the question at all.

In analyzing the information obtained from the Survey Instrument regarding the advantages and/or disadvantages of changes being made within the LHHFD, a majority of respondents indicated very positive advantages, with very few disadvantages.

The Survey Instrument identified only a handful of disadvantages associated with the changes being made at the La Habra Heights Fire Department;

1. To many changes were being made in to short of time, with some of the changes being to overwhelming.
2. Request for equal treatment of paid and volunteer firefighters. It is interesting to note that this same comment came from both sides!
3. The need for more supervision, yet some said that to many officers were being promoted, on the same survey form!
4. The need for more SOPs and guidelines.
5. More meetings and better communications, yet others said that they had never seen better communications before. I guess what was pointed out in the literature review by Maxfield (1985) is so true, Chief’s can’t please everyone, no matter what you do.

One very unexpected discovery on my own part, was that much of the literature review seemed to confirm the findings of the survey. Mark Twain once said; “The future is hard to predict, especially in advance”. How true a statement.

## DISCUSSION

The historical analysis represented the results of this research project, and reflected the options of LHHFD chief officers, captains, and lieutenants, both paid and volunteer. There was a consensus among most officers; that the changes made to our department, should have been made years ago. It appears however, that the department had to suffer three years of stagnation and downsizing before recovery was made. The evolution of the changes implemented were a welcome sight to most members.

Lamm (1996) noted that conflicts could arise between career and volunteer if an early “buy-in” is not achieved between these two groups. By 1997, the former Fire Chief had been “country clubbing” the volunteers for two and half years, doing away with their programs, stations and apparatus.

The volunteers, who were also resident voters revolted in the only legal way they could, making a political change. On election day in March of 1997, the city council members who backed the former Fire Chief were voted out of office, and three people who were supportive to the volunteers cause took their seats on the council. This was the first of many needed changes that would reshape our department in a positive direction. The introduction of the Change Management Model from the August 1998 NFA class will assist in producing other improvements.

There is a term called “acculturation” which refers to the change process. Change occurs when the beliefs or customs of groups are merged into a single culture. Some changes are through domination, there are psychological, where others are political. In the fire service, one can employ all three types, but you need to know when, and which one best fits the situation at hand. Change in the fire service is always taking place, if only to meet some new OSHA regulation.

Heiss (1993) noted that you must be realistic and willing to pace yourself in order to

achieve the change initiatives. Valdiserri (1996) concluded that all the stakeholders of a program change must be involved, with their perspectives and opinions heard.

Rielage (1998) stressed the importance of gathering feedback from the firefighters regarding change and how the strength of tradition can sometimes hinder those changes if not taken into consideration.

Jerome (1976) noted how the need for change back in the 1960's, brought about an evolution in different stages, to meet the demographic developments within the community and fire protection services of La Habra Heights.

Frevert (1998) briefly discussed the need to provide processes and operation study teams with organizational charts, budgets, process flow charts, and other items to be examined, requesting that they keep open minds to new ideas.

Administration of a fire department requires a team management approach. You will find very quickly that you cannot do it all yourself. You and your officers must get together and decide what the goals and objective are, (Brien, 1988, p. 20).

It's time for all of us to start ignoring the hotheads, whether career or volunteer, (Bruno, 1997, p. 14). The department needs to always work together as a team. To do this, one must keep the train moving in the right direction at all times.

A final note regarding one program I found joint support from both the paid and volunteer firefighters, plus gained many political miles with the City Council, was utilizing all the classes offered at the National Emergency Training Center (NETC). The positive experiences by officers, firefighters, civic leaders and councilmembers attending classes at both the NFA and EMI, have brought about a number of changes and created many new program ideas for the City. These experiences have also promoted a nationwide network of camaraderie and educational learning.

## RECOMMENDATIONS

. The City of La Habra Heights should continue to utilize the Change Management Model to meet the goals and objectives established by the City Council and City Manager, to implement needed changes within the Fire Department, in a reorganization effort by the Fire Chief.

Some of the future changes should utilize the Force Field Analysis, displayed in Appendix D as a tool, to determine both the driving and restraining forces of each change being made.

Required training should continue to be provided, utilizing cost saving programs such as the National Fire Academy and even more unique methods such as grants or joint sharing of instructors.

Customer and service to the community should continue to be a major focus of the fire department, especially in these days of reduced funding.

Finally alternatives should be investigated regarding proposed major changes being made. It should be noted however, that the organizational impact to the La Habra Heights Fire Department, from most changes being made, would ultimately hinge on the continued support of the City Manager and long term funding from the City Council.

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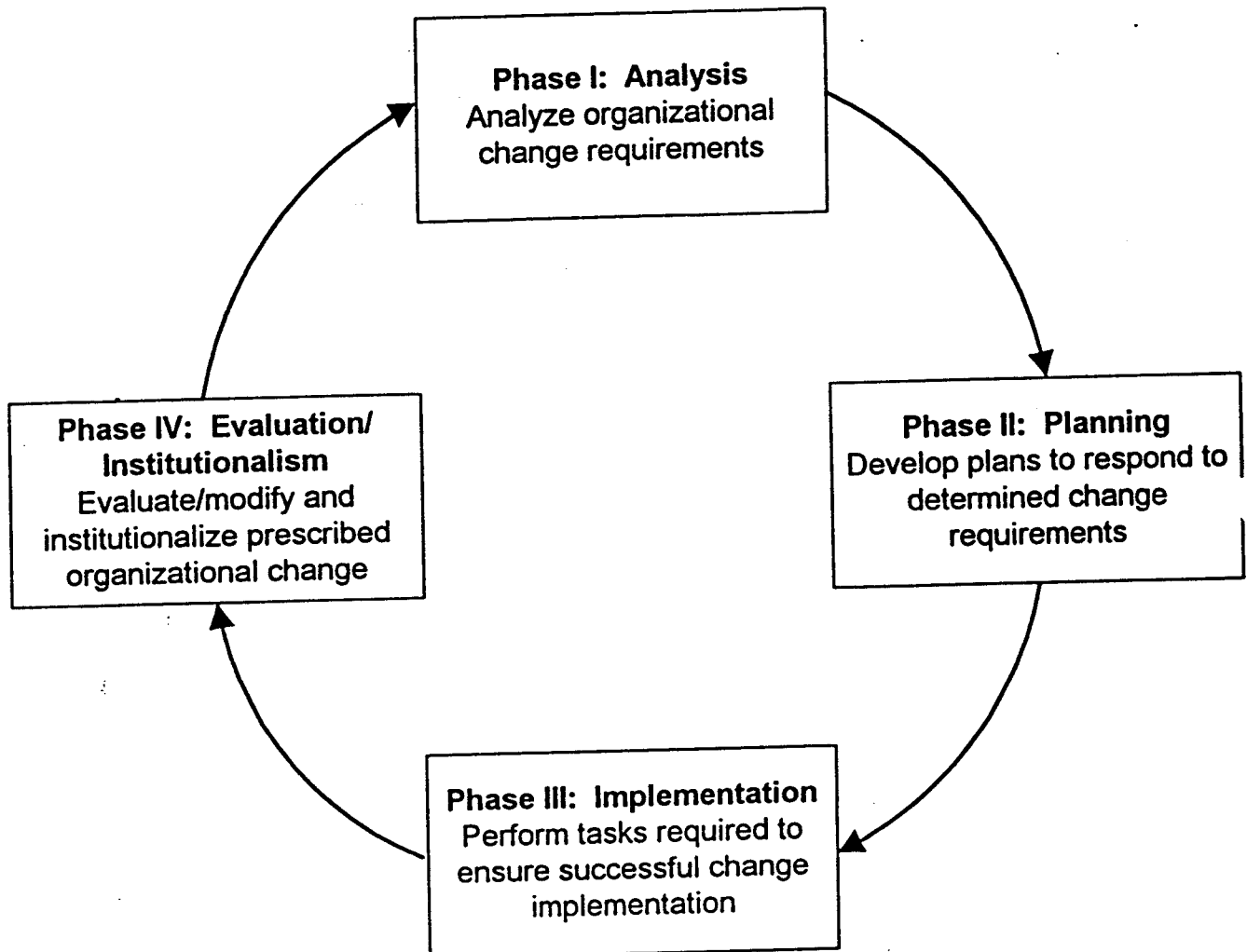


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## THE CHANGE MANAGEMENT MODEL



**La Habra Heights Fire  
Department**

# Memo

To: All Chief Officers, Captains, and Lieutenants  
From: Robert S. Nelson – Fire Chief *RSN*  
Date: 07/21/98  
Re: Survey of Operational Changes

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I have been Fire Chief now for almost 2/3 of a year. This survey was developed to evaluate the changes I have made since January (98). Please take a moment to complete this form and return it to me today. Thank you.

RANK: \_\_\_\_\_ Chief Officer  
          \_\_\_\_\_ Captain  
          \_\_\_\_\_ Lieutenant

1. Are the changes being made producing positive or negative outcomes?

Yes \_\_\_\_\_ No \_\_\_\_\_

Explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. What effects have the changes implemented had on the organization of the La Habra Heights Fire Department?

Explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Are there any alternatives to any of changes being made?

Yes \_\_\_\_\_ No \_\_\_\_\_

Explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Have you attended, signed up for, or are interested in the classes offered at the National Fire Academy?

Please explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. What is your reaction to working with the Community?

Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. What additional changes need to be made to improve both the organization and operations of the La Habra Heights Fire Department?

Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## APPENDIX C

### Summary of Survey Results

The survey Questionnaire was given to 37 LHHFD's chief officers, captains and lieutenants. A total of 35 questionnaires were returned to this office.

#### QUESTION #1

##### CHANGES POSITIVE OR NEGATIVE:

YES – 24 (68.57%)    NO – 2 (5.71%)    N/A – 9 (25.71%)

##### RANK: (Returned Questionnaire's)

5 - Chief Officer (Assistant or Division Chief)

12 - Fire Captains

18 - Lieutenants

#### QUESTION #2

##### EFFECTS OF CHANGES ON THE ORGANIZATION:

Better Communications

Positive Changes in the Right Direction

Good Team Building

Accountability

New Equipment

More Involvement

To Many Changes in a Short Time

Better Delegation

Increased Morale

Motivated Firefighters

More Confident

Increased Participation by Volunteers

Some Changes are to Overwhelming

QUESTION #3ALTERNATIVES TO CHANGES MADE:

24 of the 35 surveys returned felt there were alternatives to some of the changes made.

YES – 24 (68.57%)      NO – 9 (25.71%)      N/A – 2 (5.71%)

QUESTION #4

30 of the 35 surveys returned (85.71%) indicated they have attended, will signed up for, or would be interested in taking a class at the National Fire Academy if given the chance.

Some of the negative comments regarding the National Fire Academy included; no classes in their field of interest, other outside involvement, and too much time commitment.

QUESTION #5REACTION TO WORKING WITH THE COMMUNITY:

All 35 surveys returned (100%) felt very positive towards working with the community.

Most felt that the Department should do more.

QUESTION #6ADDITIONAL CHANGES:

More Positive Growth

Assist Volunteers in Becoming Paid Professionals

Need a Full Time Safety Officer

Don't use Brush Rigs for Strike Teams

More Input on Policy Changes

More Consistency Between Shifts and Management of Supervisors

More Meetings, Communications, E-Mail and SOP's

Equal Treatment Between Paid and Volunteers

Functionality Testing

No Problems – Everything Going Fine!

